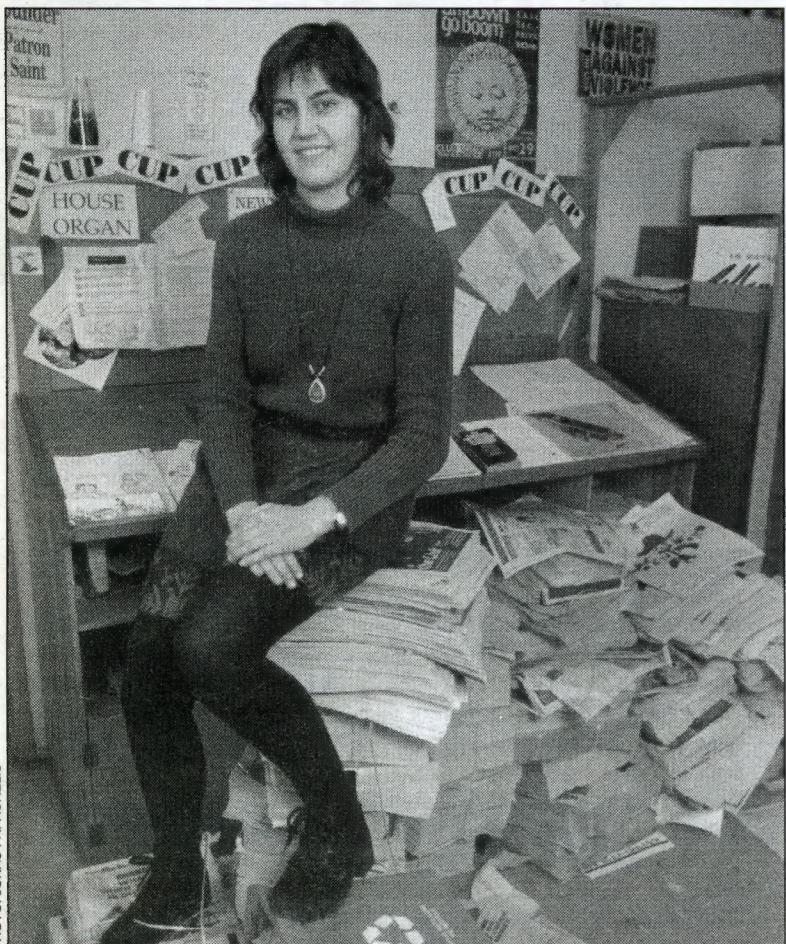


CONCORDIA'S THURSDAY REPORT

VOL. 19

JANUARY 12, 1995

№ 12



Carol McQueen in the office of the student newspaper, *The Link*.

IN THIS ISSUE

SpellBinders

Engineering and Computer Science students take initiative to keep teaching standards high.

Page 7

MBA Case Competition

A team of three students organizes one of the best and biggest business competitions of its kind.

Page 8

Tops in UFE

Once again, Concordia Accountancy students have Québec's highest pass rate in their Uniform Final Exam.

Page 8

NEXT ISSUE: JANUARY 19

Gold, Sévigny named to Order of Canada

Two distinguished Concordians were named in the Governor-General's New Year's honours list.

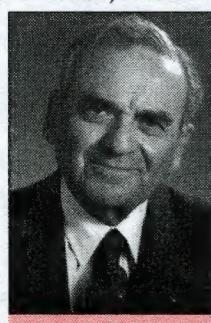


Pierre Sévigny

Chancellor Emeritus Alan B. Gold and Executive-in-Residence Pierre Sévigny are among the 51 Canadians, 22 of them from Québec, who

were named to the Order of Canada by outgoing Governor-General Ray Hnatyshyn. The Order recognizes outstanding achievement and service. Those named may be companions, officers or members. Gold and Sévigny were both named officers.

Gold, a labour mediator, academic and former chief justice of the Québec Superior Court, served as the University's active chancellor from 1987 to 1992, after which he was given an hon-



Alan Gold

Mohsen Anvari appointed Dean of Commerce and Administration

BY DONNA VARRICA

Concordia University's Board of Governors announced at their December meeting the appointment of Finance Professor Mohsen Anvari as Dean of the Faculty of Commerce and Administration, effective February 1, 1995, for a five-year term.

He succeeds Christopher Ross, who is stepping down after a term that began in August 1990. Ross will return to his teaching duties after a short administrative leave.

"Over the next five years, we will work together to modernize our programme offerings, enhance our research profile and strengthen our relationships with the business and other communities," Anvari said this week.

He is a graduate of McMaster University, Sir George Williams University and Case Western Reserve University (Cleveland, Ohio). He joined Concordia University in 1977 as an assistant professor in the Department of Decision Sciences and Management Information Systems.

He became an associate professor in 1982 and, after moving to the Department of Finance, was made a full professor in 1988. Anvari's

became the fourth Rhodes scholar from Concordia in the past 10 years.

McQueen is more than just a good student. She distinguishes herself by getting involved in both student life and community organizations.

Currently she is the news editor at the Concordia student newspaper *The Link*. She likes this job because it allows her to explore issues she might never come across in her studies. "Journalism gives you a ticket into the minds of people and lets you know what they are thinking."

McQueen's work at *The Link* is just the tip of the iceberg. She takes great interest in community issues and is involved with the Notre Dame de Grâce Info Depot, a referral service that assists people in areas

such as job retraining. McQueen has also been involved in Canada World Youth, through which she travelled to Pakistan to learn about Muslim culture.

McQueen's father, Hugh, is a professor in the Department of Mechanical Engineering at Concordia, and is, naturally, proud of his daughter. "Carol has a unique interest in social justice." He doesn't take any credit for his daughter's accomplishment, but he's quick to point out that as a professor of humanities at Marianopolis College, Carol's mother, Josephine McQueen, has been a big influence on her life.

When McQueen goes to Oxford next year she plans to study interna-

See McQueen, p. 10



Mohsen Anvari

"Our goal is to become a first-class business school so that we can contribute to the continued development and viability of Concordia University," he said. ▀

Finding a cure for sick buildings

BY SYLVAIN COMEAU

Many people have been unable to shake the suspicion that their workplace is making them sick. One U.S. survey has estimated that bad indoor air quality, just one aspect of the phenomenon known as sick building syndrome, costs \$10 billion a year in lost productivity. Two Concordia professors are approaching the problem from very different directions.

Professor Fariborz Haghigat, of the Centre for Building Studies, predicts a greater awareness of indoor air quality in the workplace because of its impact on the occupants' productivity and health. His team has designed a special chamber to study the impact of air velocity, temperature and humidity on the emission rate which "off-gases" from virtually any office building — even from the office furnishings.

Buildings have become a kind of chemical factory. Everything is synthetic: carpets, paint, cleaning materials, office supplies." One of the gases produced is collectively known as volatile organic compound (VOC). It causes between 1,000 and 5,000 cases of lung cancer a year in the U.S., according to that country's Environmental Protection Agency (EPA). Every year, this medical condition costs millions of dollars to treat, and causes production losses in upwards of \$93 million.

Haghigat believes that free trade will soon force Canadian manufacturers to fall into line with U.S. regulations which require that infor-

mation about emissions accompany all products.

Building designers may also want to use the chamber to assist in the selection of building and office-furnishing materials.

"Ventilation systems were designed based on the number of expected occupants in a building. They took into account the occupants as a source of pollution, such as body odour and carbon dioxide, but up to a few years ago, they did not consider any other source.

"We are trying to determine which chemicals are being emitted, and how buildings should be modified to resolve that problem."

Organizing conference

Haghigat is helping to get the word out on sick building problems as the head of an organizing committee for the Second International Conference on Indoor Air Quality, Ventilation and Energy Conservation in Buildings, to be held at the Sheraton Centre next May.

Biology Professor Paul Widden, who teaches ecology and microbial ecology and is an expert on soil fungi, was recruited by a colleague who had an innocent request. He asked Widden to test samples of dust for fungal growth.

"I wasn't told where the samples were from. I was just asked to test them. What I found was large numbers of fusarium, a fairly unusual type which is known to be toxicogenic [capable of releasing toxic spores]."

The samples were from the CEGEP du Vieux Montréal. The Confederation of National Trade

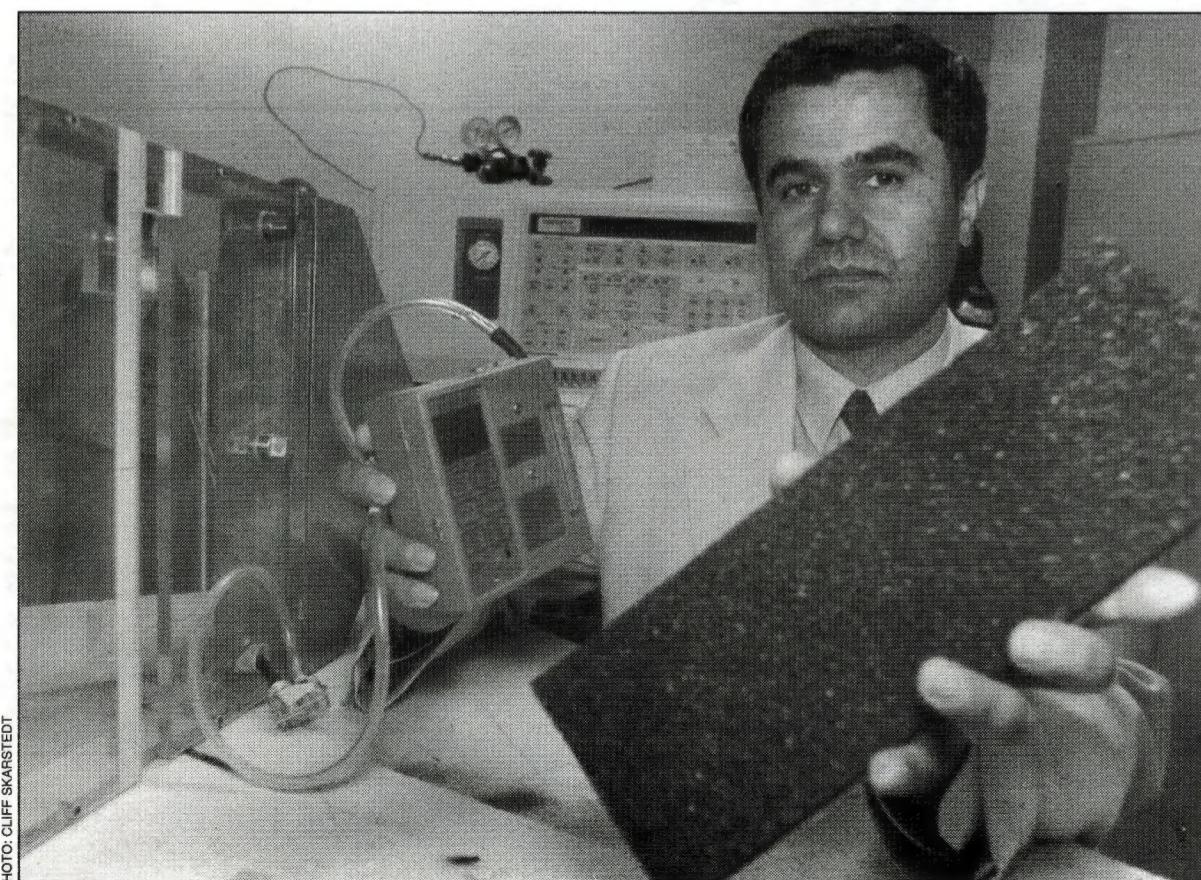
Unions (CNTU) is suing the CEGEP's administration because of persistent complaints from employees who believe that the building is making them sick. The CNTU's lawsuit went to court; only then did Widden learn the source of the dust samples.

Among many other samples he has tested, only one other set, from École Alfred Desrochers, a high school in Sherbrooke, contributed to a court case. Widden found large quantities of a species of penicillium, which also produces neurotoxins. Widden suggests that he was recruited at the end of a long process of elimination.

"My understanding is that they have made major changes to the ventilation system and other changes, and people are still getting sick in that building.

"The problem is the sequence in which these things are looked at. They look at ventilation, possible sources of chemical contamination — and the last thing they look at are biological problems."

Like Haghigat, Widden is critical of modern building design. He points to a Swedish study which showed that nearly all of the problems are from post-1970 buildings. "The real trouble is that many of these large buildings are sealed environments, and are built on the assumption that you can control those environments. The biology of the building has been ignored. There are other living organisms there, not just the people." ■



Fariborz Haghigat holds one of his inventions, a small velocity-controlled test chamber for source characterization.



PHOTO: JONAS PARAPELIS

Patricia Demers (left) and Bonnie J. Zieman

APSS hands out Seaman awards

Patricia Demers and Bonnie J. Zieman were awarded A. Ross Seaman Leadership Awards at a December 1 reception given by the Department of Applied Social Science. The award, named for a late founding member of the department, is given annually to two undergraduates, one young and the other more experienced, based on good marks and proven leadership skills.

Demers is a leading member of the University's basketball team, and, as a volunteer, has coached needy children since she was 13. She campaigned actively for a new Concordia sports complex last year, and was disappointed that students rejected the project in a referendum. Now in her second year, she still has hopes that the complex will be built before she graduates.

Demers is a YMCA swimming instructor in her own community of Ville St-Laurent, working with groups as various as toddlers, mentally ill children and Muslim women. As a class project, she created a special swimming programme for people who are afraid of water.

Bonnie Zieman says that her "most important leadership role is that of a parent," but she is also a working psychotherapist trained in Gestalt and psychosynthesis therapy. She finds this work so collaborative that it was a novelty for her to consider it leadership for the purposes of the award.

As well as teaching at Concordia, Ross Seaman was an advisor at the YMCA, a teacher at Dawson College, and an originator of Concordia's Elderhostel programme.

-BB

IN BRIEF...

Grad sets course for Florence

Every year, Concordia Modern Languages graduate Josée Di Sano organizes a trip to Italy which combines language lessons with cultural and social enrichment.

Placement tests determine the level of language studied each morning, and the afternoons and weekends are a mix of planned and free activities. Students must be 18 to 50 years old, and sufficiently independent to travel to and from class on their own. They may stay in an apartment or with a local family.

This year's trip is from May 26 to June 25, and the deadline for registration is March 15. Di Sano, who does not make a profit on the venture, may be reached at 488-1778.

-BB

Fans big winners as staff take the Challenge

Hockey fans were treated to an exciting 4-2 revenge win for the Staff All-Stars over the women's varsity team at the December 11 Staff Challenge hockey game. The confronta-

tion was extremely fast-paced and could have gone either way until two late-third-period goals clinched the Challenge Cup for the staff team.

The game was followed by the Rector's Holiday Season Skating Party. Many Concordians brought their families to enjoy the skating and refreshments provided by the Department of Recreation and Athletics.

The events raised funds for Campus Ministry's Spirit of Christmas Drive.

-LZ



PHOTO: PHIL CARPENTER

Recreation and Athletics Director Harry Zarins with his children, Alexa, 2, and Nicholas, 6.

Music Professors Charles Ellison, Andrew Homzy bring rare, early jazz to modern musicians

History you can hear

BY PHIL MOSCOVITCH

Jazz. It's the quintessential American music, and Music Professors Charles Ellison and Andrew Homzy are helping to keep its early classics alive.

Ellison, acting chair of the Music Department, plays trumpet for the Smithsonian Jazz Masterworks Orchestra. Homzy is active behind the scenes, transcribing music from old recordings, doing research into jazz history, and writing programme notes for orchestra performances.

The orchestra was formed in 1991, after the United States Congress passed a resolution recognizing the importance of jazz to American culture, and allocating funds to provide institutional support for the music.

"It's an orchestra whose raison d'être is to present well-deserving music for which there is very little public outlet nowadays," Ellison said.

Keep it alive

"We like to play the music associated with all of the great bands and composers who have contributed significantly, particularly as definers of style, as definers of schools, as definers of musical language. We present their music to keep it alive."

The orchestra played six concerts in Washington, D.C., during its inaugural season. The number of shows per year has expanded since then, and the orchestra, which performed at the White House in 1992, now plays all over the United States.



Ellison remembers getting a call from David Baker when he and co-musical director Gunther Schuller were assembling the orchestra's all-star line-up. "He asked me if I would like to be a charter member of this orchestra. He gave me some background and he started naming people who were going to be involved in it. I fell off my chair," he said.

He was particularly thrilled to find that he would be playing in the same

trumpet section as Joe Wilder, one of his "idols and mentors."

"Joe's career spans almost the entirety of the repertoire that we play," Ellison said. "He's played in all of these great bands. It's really something to sit at the opposite end of the section from a man who's actually played with the Jimmy Lunceford Orchestra, and here we are playing re-creations of Jimmy Lunceford's music."

Homzy said that transcribing jazz from old recordings is no easy task. "It's like going to a cocktail party, and you're sitting in the kitchen with a steno pad, and you're trying to record all the conversations that are going on in the living room. That's what you're trying to do, write down all these musical conversations."

One of the things he has to do is a desire to record improvised solos as accurately as possible with the need to provide musicians with clear and easily read scores.

Ellison said there is also a tension for the musicians between trying to recreate the classics with precision and wanting to improvise solos in the spirit of the originals.

Homzy and Ellison, who are both originally from the U.S., have been involved with the orchestra since its inception. ■

Here are some coming events to jazz up your semester: Ellison is presenting a Faculty recital on March 18; Jazz Studies students and faculty members will make presentations on March 28, 29, 30, 31, April 4, 5, 6, and 7. For more information, call the Concordia Concert Hall at 848-7928.



Charles Ellison, who is acting chair of Music this year, gets help from assistant Phil Prince and secretary Cathy Watt.

AT A GLANCE

COMPILED BY BARBARA BLACK

This column welcomes the submissions of all Concordia faculty and staff to promote and encourage individual and group activities in teaching and research, and to encourage work-related achievements.

A series by **Danica Jojich**, who teaches Contemporary Art Theory and Practice and Advanced Sculpture, was shown recently at the Susan Waterson Gallery. It included an installation called "Messages" which invited viewers to inscribe messages with lipstick onto ceramic tiles and linen slipcovers, and a series of hand-held sculptures, one of which is a bronze condom.

Danielle Gauvreau (Sociology and Anthropology) had an article, "La fécondité incertaine," published in the journal *Sociologie et sociétés* (Autumn 1994). She attended the annual conference of the Institut d'histoire de l'Amérique française, held in Chicoutimi in September, at which she presented a paper, "Evolution démographique et mutation sociale: un exemple de tensions exacerbées."

Klaus Herrmann (Political Science) participated in the Ottawa conference of the Canadian Association of Security and Intelligence Studies, held in late October. It was co-sponsored by the Canadian Intelligence and Security Service and the RCMP.

Caroline Knowles (Sociology and Anthropology) gave a paper called "Racism and Oral History" at the International Oral History Conference, held at Columbia University in New York last month. **Joe Smucker**, in the same department, had a paper, "Transformations in the Meaning of Unemployment," published in the latest issue of *Culture*.

Susan Hoecker-Drysdale (Sociology and Anthropology) presented several papers on academic pioneer Harriet Martineau recently. They were given at the inaugural meeting of the Martineau Society, held at Manchester College, Oxford University; a session at the World Congress of Sociology in Bielefeld, Germany; and the annual meeting of the History of Science Society, in New Orleans. She also chaired a session on Victorian Movements of Opposition and Reform at the Northeast Conference on British Studies, held at Bentley College in Waltham, Mass., in October.

Concordia was well represented at a conference in Vancouver in early December titled Canada-China Business Linkages: Growth and Sustainability. Professor **Manek Kirpalani** (Marketing), who was one of two project organizers of the event, spoke at a workshop on tax and legal frameworks for operating in China. Dean of Commerce and Administration **Christopher Ross** chaired a panel on financial markets in China and Hong Kong, and **Robert Oppenheimer** (Management) was part of a panel on customized management information systems for Chinese manufacturers. **Martin Kusy** (Dean, School of Graduate Studies) also took part in the conference, as did **Mohamed Khalifa** (Decision Sciences and MIS).

S.V. Hoa (Mechanical Engineering) has been appointed to the grant selection committee of the Natural Sciences and Engineering Research Council (NSERC). While the committee's work is conducted from September to March, its main meetings are held February 11-14.

Shahrzad Mojab (Applied Social Science) presented a paper, "Educational Equity: Policy, Practice and Future Direction," at the annual conference of the Ontario Employment and Educational Equity Network, University of Western Ontario, in London, Ont. In November, she spoke at Marianopolis College on cultural differences, and in Phoenix, Arizona, on gender, ethnicity and nationalism. She was the moderator for a showing of the National Film Board film, *The Vienna Tribunal*, and conducted a workshop on The Feminization of Immigration at the Montréal YMCA.

A book by **Ernest Joós** (Philosophy) called *Dialogue with Heidegger on Values: Ethics for Times of Crisis* (American University Studies) was cited in the *Laval théologique et philosophique*.

LETTERS

Concordia's Thursday Report is interested in your letters, opinions and comments. Letters to the Editor must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814), by e-mail (barblak@alcor.concordia.ca) or mail by 9 a.m. on the Friday prior to publication. If at all possible, please submit the text on computer diskette. Limit your letter to 500 words. The Editor reserves the right to edit for space considerations, although the utmost care will be taken to preserve the core of the writer's argument. Letters disparaging the behaviour or decisions taken by an individual which are not of a public nature, letters quoting exchanges between two or more parties in private conversation or personal correspondence, and letters venting an opinion about the integrity of colleagues will not be published.

The following is an open letter sent to chairman of Concordia's Board of Governors Reginald K. Groome on December 5, 1994. It refers to the stated intention of the search committee for Rector to present short-listed candidates to a joint meeting of the Senate and Board, and those for Vice-Rector to a meeting of the executive committee of the Board and the steering committee of Senate.

Open up search consultation: Chairs' Caucus

At a meeting of the steering committee of the Chairs' Caucus this morning, there was extensive discussion of the Board's decision regarding "the public consultation aspect of the search process" taken two weeks ago and reported in *Concordia's Thursday Report* on December 1.

You will recall that improving our search procedures was discussed at great length before being adopted, and that was because serious problems with Concordia's previous searches had come to light. The Board must be just as concerned as the University community to see that significant improvements will mark these searches.

The present searches are particularly challenging because of the crises which the University is experiencing. The Board will be acutely aware of the financial crisis. The steering committee has asked me to write about another crisis which is equally acute: namely, the crisis in confidence.

The steering committee of the Chairs' Caucus wishes to express its disappointment with the decision of the Board to limit the University community's opportunity to exchange [views] with the candidates, and to reduce the search process to the techniques we have seen before, i.e., a report from a "professional consultant" and then the ritual of facing large groups of questioners in a political setting. As we have seen, one type of candidate can breeze through evaluation of that kind, whereas other types of excellent administrators and leaders do not show their talent at all in such artificial tests.

When hiring a professor, we often work far harder than that. We ask short-listed candidates to address the faculty concerning research, and to teach an undergraduate class. Groups of professors, staff and students meet candidates in a variety of formal and social settings. We read their publications with care, and make every effort to check their track record through whatever contacts we have. If so much goes into choosing a professor, surely that much at least should go into evaluating candidates for university leadership.

The steering committee of the Chairs' Caucus urges you to ask the Board to change its directive regarding "public consultation," as it is only a token fulfilment of the intention

of our new guidelines for searches. In the meantime, we urge the search committees to do much more than is spelled out in the minimal requirements for search procedures, to allow a far more sensitive and thought-provoking interchange with the candidates.

Whatever efforts are made in this direction will pay off. First, it will enable candidates to become sharply aware of the expectations not only of the Board, but of the constituency they are asked to administer. Second, it will enable members of that constituency to establish grounds for trusting in and for getting personally involved with, Concordia's new administrative team. Third, it will provide members of the search committees who will observe these meetings with much more extensive and valid information on which to base their evaluations for these important appointments.

Sean McEneaney,
Steering committee,
Chairs' Caucus

Professional experts can be committed, too: Gobby

I am writing in response to the commentary by Charles Draimin in the November 24 issue of *Concordia's Thursday Report* ["Financial officer must be an academic"].

Dr. Draimin states that putting "financial leadership in professional hands just confirms the mistaken view that responsibility for money ... is something separate from the day-to-day behaviour of people working at Concordia."

I fail to see where Dr. Draimin can possibly draw this conclusion. The idea behind getting an expert to oversee the financial affairs of the University is simply to find the most qualified person to ensure financial stability and accountability.

How can someone who is in the business of producing "experts" defend the idea that putting an expert in charge of a complex portfolio will not work? How does putting an expert in this position lead to the conclusion that all employees of an educational institution need not feel accountable for their actions? I would argue that any competent financial expert would provide leadership in making sure that people do take responsibility for their day-to-day financial decisions.

I would also take issue with comments in Dr. Draimin's last paragraph. He states, "The selection of the chief financial officer must continue to be searched and filled by an academic, preferably from within the University," and, "We want someone knowledgeable about the University, and most important, someone committed to Concordia."

What exactly is Dr. Draimin saying here? I agree with him that we must insist that the applicant "must have the appropriate expertise," but why does Dr. Draimin feel that those he

defines as "academics" outside the University would be preferable to "financial experts" from outside the University? Surely someone who would qualify for such a senior position would hold an advanced degree.

Is he saying that only those who have taught or have done advanced research in a university could understand Concordia's financial and managerial complexities? Would it take longer for a "financial expert" to get to know Concordia than it would for an outside "academic"? Is an educational institution so wildly different from any other kind of institution that no one other than an academic can understand it?

I don't think so. I would expect that the measure of the competence of any chief financial officer would be how quickly he or she would learn and adapt to the particular environment in which he or she must operate.

Is Dr. Draimin also saying that only an academic would be committed to Concordia? Again, I would completely disagree with him. It insults the competence, the qualifications and the loyalty of all those of us working for Concordia University who are not defined as academics, yet who are just as strongly committed to excellence and to Concordia as any faculty member.

David Gobby
Planning Officer,
Institutional Planning and Research

Genetic engineering misunderstood

In response to the letter by Carmel Smith Bachand ("Let flowers fade," Letters, CTR, Nov. 24), I must correct her in her overly popular stance on the ethics of genetic engineering. I invite everyone with environmental and ethical interests to take biology before they start to criticize.

Genetic engineering has been practised for thousands of years. By the traditional methods of breeding, humans have improved crops and livestock for production or appearance. It can take decades to generate an improvement through breeding. Genetic engineering is a smart way of taking what we do know about expression and inheritance, and targeting it in the organism we are interested in. It saves years of time, millions to billions of dollars, and also saves lives.

When you manipulate the genetic code to change the appearance or production of an organism, it is too difficult to introduce foreign information. You are getting it to express what was already latent within itself. Drs. Gulick and Ibrahim are using a technique that stops the plant from synthesizing the gene product of anthocyanin by inhibiting the enzyme that converts a yellow-pigmented precursor, already present in the red rose, and thus allowing the yellow pigment to accumulate.

We scientists, more than anybody else, are aware of our place in

nature. While toxicity testing across animal species is not necessarily analogous for human response, you cannot make its well-publicized failures analogous to genetic engineering. The basic genetic mechanisms that have been elucidated in bacterial DNA and RNA have also been found true for plants and animals. We have discovered the causes of several diseases and the cures, too, using these techniques.

It is a crying shame that when scientists actually do have an economic application for their research, only businesspeople take note. Yet when we study just for the sake of knowledge, the taxpayer says, "Well, what does that have to do with me?"

If you are environmentally minded, I have two points of interest with respect to this particular study:

1) It is being developed in Canada; thus, it will probably be grown in Canada during its test years on the market. Canada sells roses at an average of \$25 a dozen, whereas we buy them from Colombia at 25 cents each. Colombia uses pesticides that are dangerous and illegal in North America. The cost of roses is so high because there is a lot of waste in this industry. If you use a rose that lasts longer, it will cover its extra cost of Canadian production by creating less waste.

2) The very techniques that are being used to develop the pigment in the rose are those that can be used on similar compounds found in plants. One benefit of this is that if you can increase the plant's natural resistance to its predators, then you do not need to apply as much pesticide or other treatment to the crop.

Jane Sorensen
Biology Students' Association

Housekeeping the classrooms

We begin a new term in January. As one professional teacher to my colleagues, would you please:

1. Erase the blackboard before you leave the classroom.
2. Ask your students to put bottles and papers (lunch papers) in the garbage can as they leave.
3. Have your students put the desks back into some orderly fashion before they leave. It is difficult to get 50 students in and out of a class. Having aisles between double rows helps.

Thank you.

G.S. Newsham
TESL Centre

Book is independent project

Many thanks for the kind review of *The Body Social* in CTR (November 17). I would like to clear up some slight misunderstanding, however, in that *Aroma*, co-authored

with Constance Classen and David Howes, is not exactly "an expansion" of one chapter in my book, but rather an independent production, and both the other authors have published extensively in this area.

Anthony Synott
Sociology and Anthropology

CORRECTION

Because of an editing glitch, Maria Paradiso was incorrectly identified in CTR's December 1 edition. Her correct title is Assistant to the Vice-Rector, Institutional Relations and Finance.

CLARIFICATION

In a report on a Board of Governors meeting (CTR, Dec. 1, 1994), it was reported that the search committee for Rector had met four times. The Committee met three times before the Oct. 19 Board meeting and four times before the Board's Nov. 23 meeting. The committee also met three times in December.

CONCORDIA'S THURSDAY REPORT

Concordia's Thursday Report is the community newspaper of the University, serving faculty, staff, students, and administration on the Loyola Campus and the Sir George Williams Campus. It is published 26 times during the academic year on a weekly basis by the Public Relations Department of Concordia University, 1455 de Maisonneuve Blvd. W., Montréal, Québec H3G 1M8 (514) 848-4882 E-mail: barblak@alcor.concordia.ca Fax: (514) 848-2814

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 Concordia
UNIVERSITY

Commerce Council attacks salary policy

At the regular Commerce and Administration Faculty Council meeting of December 9, there was spirited debate about a policy passed by the senior salaries committee of the Board of Governors in February 1993 but only recently discovered by the University community through the action of several unions. The policy ensures that senior university administrators keep their salary level when they return to teaching.

Out of that discussion came a resolution calling for the Board not only to rescind the policy, but any benefits currently being derived from it. The resolution further asks the Board to "modify the mandate of the senior salaries committee to ensure that vital information on its operation and deliberations are regularly

reported to the Board, and that all policies and important decisions on remuneration require the review and approval of the full Board."

In other business, Council decided to eliminate questions on the students' evaluation of teachers relating to discrimination. While fewer than one per cent of students indicated on evaluation forms that they had perceived a classroom atmosphere of discrimination, many more students expressed frustration about the inappropriateness of the questions. Publication of the evaluations will begin this term. Approximately 65 faculty have given permission for their evaluations to be published.

CASA, the Commerce and Administration Students' Association, has revived its newspaper.

Among other things, it publishes a list of prospective employers, and includes articles about students' experiences in the world of commerce. CASA president Ajay Gupta reported to Council that \$10,000 was saved in negotiating the student association's service contract.

At the regular meeting of January 6, discussion revolved mainly around the University's proposed code of ethics, the report of the task force on the evaluation of teaching and teaching dossier, the policy on academic equity, and the prospect of a planning and budget committee at the Faculty level. ■

- Compiled by Barbara Black from minutes of the meeting.

Restructuring considered for senior administrative posts

Search for Vice-Rector IR&F put on hold

BY KEN WHITTINGHAM

The search for a permanent Vice-Rector, Institutional Relations and Finance, has been suspended pending the report of a special task force to recommend a possible reshuffling of responsibilities within the Office of the Rector (i.e. the Rector, the three Vice-Rectors and the Secretary-General).

The task force will likely be struck later this month. It will determine if all units in the University are reporting to the most appropriate member of the Office of the Rector.

Details about the task force's composition were not known when the delay was announced at the Board of Governors' December 21 meeting. It must submit its report within three months of the appointment of a new Rector, however, and no later than the Governors' September 1995 meeting.

Hal Proppe (Interim Vice-Rector, Institutional Relations and Finance) has agreed to stay on in his post pending the appointment of a permanent successor.

The position of Associate Vice-Rector, Finance, currently held by Jocelyne Debonville, will also be maintained "for the present time,"

the Board said. A partner with the firm of Raymond, Chabot, Martin, Paré, Debonville's six-month term is scheduled to end on January 18.

As the first step in its search, the advisory committee for Vice-Rector, Institutional Relations and Finance, was mandated to prepare a revised job description for the post and to consider dividing the job into two portfolios.

After three meetings, committee chair (and Interim Rector) Charles Bertrand told the governors that the committee believed it was risky and impractical to re-work one of the senior administrative portfolios without looking at the others. In response to questions, Bertrand and Board Chairman Reginald Groome said the impact of such changes could not be considered in a vacuum.

Interviews starting

Meanwhile, the advisory search committee for Rector has begun interviewing candidates as the next step in preparing a short list of nominees. Following preliminary interviews conducted by a consultant, the committee held a series of two-hour meetings with an unspecified number of candidates on December 13 and 14.

Groome told the governors in

December that the nominees were questioned on a number of "critical topics" determined in advance. He described the interviews as fruitful, and said there are strong candidates in the running.

The committee's next meeting was scheduled for this week.

The search committee for Vice-Rector, Academic, held six meetings before the holiday break, and received a consultant's report about the preliminary interviews he conducted. Chair Eileen McIlwaine said the committee will decide at its next meeting which candidates it wishes to interview personally.

The search for Dean of Engineering and Computer Science will resume in earnest next week. Speaking on behalf of committee chair Leo Goldfarb, governor Brian Aune said that no interviews will be held until January 15, the extended deadline for submitting nominations. He said the extension was widely publicized in the engineering and academic communities.

In other business, Finance Professor Lawrence (Larry) Kryzanowski was appointed to replace governor Peter Pitsiladis (Management), who is leaving on sabbatical. Pitsiladis' (and Kryzanowski's) term ends June 30, 1995. ■

CTR schedule

Here are the dates of publication of *Concordia's Thursday Report* for the rest of the academic year:

January 19, January 26, February 9, February 16, March 2, March 9, March 23, March 30, April 13, April 27, May 4, May 18 and June 1.

SENATE NOTES

COMPILED BY BARBARA BLACK

Regular meeting of the Concordia University Senate, held Friday, December 9, 1994.

Honorary degrees: In closed session, Senate approved nominations for these degrees, to be granted at 1995 spring convocation.

Ethics: Associate Vice-Rector Academic (Research) Tien Bui reported on a national conference on academic integrity which he and Associate Dean of Fine Arts (Research) Kathryn Lipke attended in Toronto.

Budget: The Provisional Supplementary Operating Budget for 1994-95 was presented by Hal Proppe, Vice-Rector Institutional Relations and Finance. (See *Budget*, page 6.)

Questions: Harvey Shulman (Political Science) asked for an itemized account of research budgets allocated to senior administrators, which Interim Rector Charles Bertrand said he would supply.

In response to a question from William Byers (Communication Studies), Bertrand and Proppe explained the origin of the now-dissolved Rector's discretionary accounts. They were conceived several years ago by then Vice-Rector Academic Rose Sheinin to provide speedy ad hoc funding for special projects. The money came from a steady accumulation of interest on general grants (not grants to individual research projects) from the federal agencies. This practice was halted in 1991, but the funds continued to be administered until they were frozen last spring, and folded into the University's general operating budget.

Mary Brian (Centre for Mature Students) told Senate about malfunctioning elevators in the J.W. McConnell Building, which have caused angry crowds on more than one occasion recently. Bertrand, speaking as Vice-Rector Services, said that the procedures for dealing with such breakdowns is being clarified, with the help of Security Services.

Curriculum: Changes were approved unanimously in all four Faculties and in the School of Graduate Studies.

Senate reform: Two resolutions were approved by Senate to improve communication with the Board of Governors. The first, moved by Sheila McDonough (Religion), calls for one of the vice-chairs of the Board to be elected by Senate from among its members. It was passed by a vote of 20-3. Those opposed were student senators who also sit on the Board. They argued unsuccessfully that it would be preferable to strengthen communication with the faculty representatives on the Board.

The second resolution, moved by William Byers, called for two voting members from each of the two bodies, Senate and the Board, to sit on the other body.

Cinema: Eric Paulson was given speaking privileges to voice the complaints of fellow Cinema students about lack of space, unpleasant odours, late-night safety concerns and lack of opportunity to communicate among several widely dispersed programmes. Among other things, he said that a donated piece of equipment worth \$1 million is lying idle, and there is a studio arts programme with no studio.

Sabbaticals: Several active members of the Concordia University Faculty Association (CUFA) complained that the administration had not consulted sufficiently with the union before refusing applications for sabbatical leave. The Interim Rector said that there was consultation, and also some flexibility, but the University is under financial constraints and the number of applications exceeded norms in Québec universities. (See *CUFA grievance*, page 6.)

Stephen Scheinberg (History) said that lack of consultation has led to a number of grievances laid by CUFA in the wake of the refusals, and "If this is a way to save money and build morale, it's beyond me."

Bill Byers warned that "top-down decisions" create a feeling of powerlessness: "We will never succeed in saving money unless we can convince students and faculty that it's necessary." June Chaikelson (Psychology) said that the "explosion" of sabbatical requests indicates a desire to get away, and is an index of low morale, but Dean of Arts and Science Gail Valaskakis urged everyone to avoid "destructive communication," and pull together.

New budget tightens our belt

BY BARBARA BLACK

The Provisional Supplementary Operating Budget for 1994-95 was presented to Senate on December 9 by Hal Proppe, Vice-Rector Institutional Relations and Finance.

It addresses the cut of \$800,000 in government funding announced on May 31, 1994, after the 1994-95 operating budget had been prepared. It also takes into account the discretionary accounts which until recently were administered directly by the Rector's Office, and extraordinary (one-time-only) expenditures incurred last spring and summer in the turnover of senior administrators.

This unexpected blow will be partly offset by reducing the funds which had been earmarked for development. Four hundred thousand dollars was originally budgeted, but only \$100,000 will be used, for teaching and research assistantships aimed at graduate students.

That leaves another \$500,000 to be saved. It had been hoped that the organizational reviews of the administration and support services would point the way, but those reviews are still in progress. Proppe proposes that the savings be distributed proportionately on the basis of existing budgets: \$338,000 to be saved by the Faculties, and \$162,000 by the other units.

Two discretionary accounts which had been administered by the Office of the Rector have been absorbed into the operating budget.

The largest single reallocation of these accounts (referred to in the budget as "designated" or "restricted" accounts) is of \$350,000

for the Concordia Aid to Scholarly Activities (CASA) fund, which is used to pay for such things as guest lecturers, seeing scholarly articles into print, and funding special research projects. The next highest allocation of this money is \$140,000 for further research support.

Extraordinary expenses

Unforeseen expenses are expected to total \$803,905. This included \$205,477 (so far this year) for the external consultants involved in the organizational reviews; \$210,000 for former Rector Patrick Kenniff; \$35,000 to carry out reforms to the internal financing system recommended by Associate Vice-Rector Finance Jocelyne Debonville; \$9,223 in charges which came in after June 1, 1994 relating to the Arthurs and Cowan inquiries; \$100,000 for the audit which reassured the federal granting agencies (this was not the forensic audit of three specific accounts); and \$244,205 in consulting fees for Debonville and other experts from the accounting firm Raymond, Chabot, Martin and Paré, who were hired to help redesign Concordia's financial procedures.

Proppe noted in a memo attached to the budget that the *Financial Framework*, presented as a guide to planning over the period 1994-99, is already out of date. The University is likely to make \$4.6 million less than forecast because of declining enrolment, and, largely because of the unforeseen expenses of last spring, the forecast \$1-million operating surplus has been whittled to \$500,000. ▀

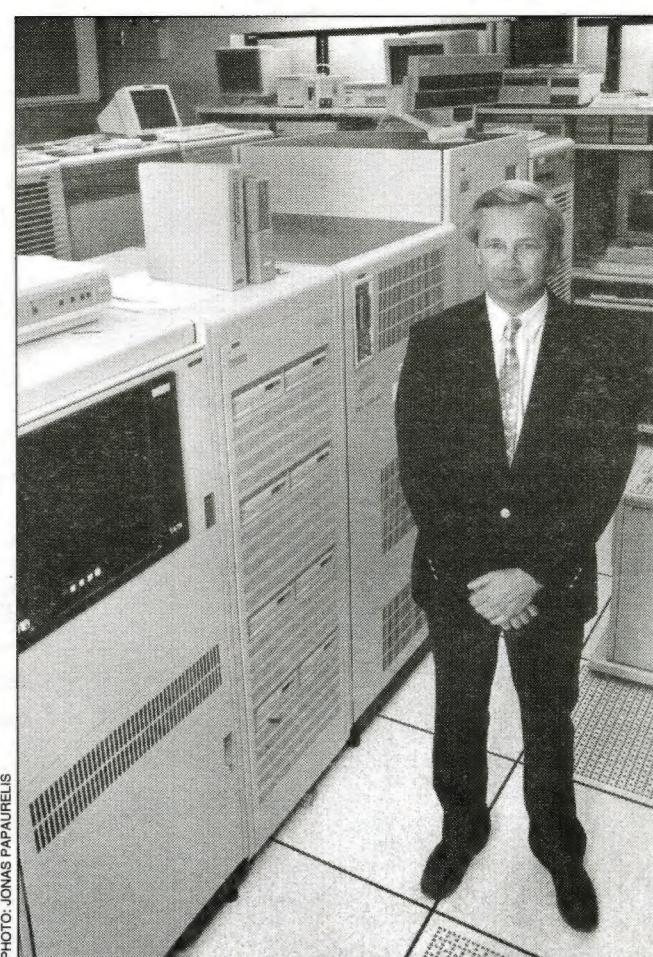


PHOTO: JONAS PAPAUERIS

Computing Services director John Woodrow proudly showed off the Department's new main quarters in the J.W. McConnell Building at an open house on December 16. The move, which spanned four weeks, brings together staff and equipment from Telesis, Information Systems Planning, the C Annex and offices in the Henry F. Hall Building and on the Loyola Campus. Woodrow is standing in the heart of the beast, the machine room. Other new tenants of the McConnell Building include Computer Science, and the Office of the Dean, Engineering and Computer Science.

52 applications denied; 81 accepted

CUFA suspends sabbaticals grievance

BY CHRIS MOTA

The Concordia University Faculty Association (CUFA) has temporarily suspended a grievance against the University for its handling of sabbaticals during 1995-96. In the grievance, the union accused the senior administration of violating its collective agreement.

In late November, citing financial constraints, Interim Vice-Rector Academic Robert Parker informed the deans that sabbaticals granted would conform to the six-per-cent norm at other Québec universities. The number of sabbatical requests at Concordia for 1995-96 has doubled from last year.

CUFA president William Knitter said his members understand that the University is facing financial difficulties, but they are distressed about the way the administration has approached the problem. In an open letter to the Board of Governors, CUFA expressed "an increasing lack of confidence in the interim senior administration," saying sabbaticals are a joint responsibility of CUFA and the University, and that CUFA "vehemently objects" to what it calls the administration's "arbitrary and unilateral action."

The governors discussed sabbatical leaves during the closed session of their regular meeting in December. CUFA was later informed that 81 sabbatical applications were approved and 52 denied.

Parker said, "The number of sabbaticals approved actually exceeds the 6-per-cent goal originally set by the administration. In fact, the average per Faculty is either 9 or 10 per cent."

Since the Board meeting, Knitter has met with Parker and Interim Rector Charles Bertrand to discuss the union grievance. During what he referred to as a positive meeting, Knitter presented the Rector with two requests: that the University respect the collective agreement, and that the deans be given an opportunity

to suggest alternate solutions to the sabbatical issue.

CUFA has questioned the administration's assertion that cutting back on sabbaticals will save the University a significant amount. In its letter to the Board, the union says, "The administration has failed to provide to CUFA or to Senate any costs related to sabbatical leaves; in fact, they have acknowledged they have done no financial costing of sabbaticals." ▀

IN BRIEF...

Recycling blues

Concordia has two main collection systems — one for paper and another for "mixed recyclables."

All paper, except for waxed paper and paper contaminated with food, can be recycled. As office users, we're expected to empty our own blue paper trays into the nearest paper collection box in our departments. Elsewhere on campus, make use of the big cylindrical blue pails provided for that purpose.

Mixed recyclables include empty cans and other metals, empty bottles and detached lids, and clean, hard plastics. (Styrofoam cups and used plastic utensils are not acceptable.) This material goes into large blue rectangular bins with covers, which you'll find near vending machines and food outlets.

Cardboard may be recycled. Call 848-7351 to find out the most convenient collection point for you.

Used batteries will be accepted by the University bookstores. Ask about their 10-per-cent discount on new batteries when you turn in your used ones.

For more information, call the recycling co-ordinator's office, at 848-7351.



PHOTO: MARCOS TOWNSEND

At least 50 students took part as choreographers and performers in the Contemporary Dance Department's open house on December 9 and 10. Above, Karin Aline (left) and Pavlina Soussoudis perform Aline's "In Your Face with Frank."

Professor Sylvie Panet-Raymond, who directed, said that attendance at the event, held at Studio 303, was standing-room only. Some in the audience were parents watching their offspring perform for the very first time. Others were critics and dance-lovers interested in the wide variety of themes and approaches taken by the students, and Panet-Raymond even met some curious tourists.

The next production by the Department will be in April at the Strathearn Community Centre.

Electronics Laboratory honours memory of Professor Phoivos Ziogas

PHOTO: JONAS PAPAUROUS



Pictured above are some of the people who work in the Phoivos Ziogas Power Electronics Laboratory, in the basement of the Henry F. Hall Building. From left to right, they are PhD students Umberto Pinheiro, Gerry Moschopoulos and José Espinoza, technician Joseph Woods, Professor Hua Jin and undergraduate Reza Farzaneh-Fard. The lab was renamed and dedicated to the memory of Professor Ziogas, who died as a result of the shootings of August 24, 1992, at a ceremony held on November 3 and attended by his widow, Frances Auerbach-Ziogas.

Dr. Ziogas was the driving force behind the University's highly regarded power electronics team. His own research focused on designing macro-processor control circuits and high-power digital and analog control circuitry for driving motors. Through grants, he obtained equipment which provided state-of-the-art facilities for students and researchers, and developed courses, labs and tutorials which went along with the equipment.

The Power Electronics Lab was where Professor Ziogas conducted his research and spent most of his time. Professor Asim Al-Khalili remembers seeing him working there on weekends accompanied by his young sons, Mishe and Ilye, who attended the November 3 ceremony with their mother.

COMMENTARY

Memories of a balanced budget

BY PIERRE SÉVIGNY

Whenever I listen to political leaders voicing their concern about the horrendous size of the national debt, my mind goes back to 1960, another period when the priority was a balanced budget.

I was then Associate Minister of National Defence and a member of the Treasury Board. My duties were made easier and in fact quite pleasant by the presence at the helm of the Department of Finance of the Honourable Donald Fleming, a capable, competent, hard-working and friendly person. I quickly came to realize that there was nothing related to finance that this gifted man did not understand.

A flaw in Donald's character was a tendency to show displeasure when someone failed to appreciate the difficult, thankless task of handling the nation's financial affairs. This inability to keep his cool was particularly true in Donald's relationship with Prime Minister John Diefenbaker, a charismatic gentleman if ever there was one, but a deplorable accountant. He had an obsessive conviction that a political speech was not complete without at least one costly promise to the voters.

Towards the end of October 1959, I became aware that the clash we all dreaded might be in the making. I was in my car on my way from Montréal to Ottawa, listening to the news. Somewhere in Saskatchewan, the PM had said that wheat farmers needed more assistance and that acreage payments might be the answer. This made sense, but I could not help feeling that Donald Fleming would not look at it favourably. The following day, at a ministers' meeting, I was proven right.

Donald's first words were intriguing. "Gentlemen," he said, "the hour is grave, very grave." Because of the previous government's mistakes, our own electoral promises and the incessant demands of our national defence programme, there were no more funds in the national treasury and few hopes of getting any until the end of the fiscal year, through the usual route of taxation. This meant, since there were bills to be paid, that more than \$400 million would have to be borrowed, which could well raise the federal debt beyond the then exorbitant level of \$10 billion dollars. This was bad, but then he added that if the "lightly made promise" of acreage payments to western farmers was implemented, it meant another \$40 million would also have to be sought.

An angry John Diefenbaker finally decided to speak, and he did not mince his words. He made it quite clear that he was not ready to

accept from a member of his cabinet or the Progressive-Conservative caucus the slightest insinuation of a "lightly made promise."

I knew that those seated at the table were deeply disturbed. It was a clear indication of a rift within our ranks.

The PM left the room, but when he came back, he said, "Gentlemen, Canada is fortunate to have as Minister of Finance such an able man as Donald Fleming. I suggest that we do what he wants us to do, which is to get to work and cut expenses. I shall join in the effort. I shall, at least for the next few months, devote more time to discussions about the weather."

On March 31, 1960, which happened to be the second anniversary of the PCs' electoral victory, Donald Fleming presented his budget. In it he announced a six-per-cent increase in revenue, a sharply restrained list of expenditures — and a surplus of \$12 million. The thunderous applause from the ministerial benches was deafening. Those sitting in opposition knew that the wisest course was for them to salute a phenomenal feat, and rose and joined in the tribute.

Donald Fleming was later to say that this was the happiest evening of his life.

Pierre Sévigny is Executive-in-Residence, Department of Finance.

Engineering students examine teaching

Faculty Council endorses spirit of change

BY LAURIE ZACK

Students in Engineering and Computer Science want the best teachers possible, and their Faculty Council agrees.

A committee to improve teaching and learning was established last July by the Engineering and Computer Science Students' Association and the executive committee of the Faculty. The committee has five students and five faculty members, and is chaired by Mechanical Engineering undergraduate Al Reid. It presented an ambitious report to the December meeting of Faculty Council.

The 17 recommendations contained in the report range from the hiring

and training of new professors to rewards for good teaching, tenure and promotion issues, and teacher-student relations.

The committee insisted that the capacity to communicate clearly in English be a criterion in hiring new faculty, and that seminars to reinforce teaching skills be organized jointly by the Learning Development Office and the Faculty. It also suggested that new faculty members be assigned a mentor from within their department.

The report proposed that tenure not be granted unless there is proof of an excellent teaching dossier, and that undergraduate students be represented on department and Faculty personnel and tenure committees.

SpellBinders

Teachers & Teaching

ing qualifications for tutors be revised, with special attention given to communication skills. Salaries for both tutors and markers should be increased, and tutors should be required to attend some of the lectures for the sections they tutor.

Finally, the report proposed that an elected class representative act as a liaison between students and professors.

Although members of Faculty Council questioned details of the report and some of its implications for the collective agreement, they praised the general direction and spirit of the proposals. Centre for Building Studies director Paul Fazio suggested the possibility of trying out the proposals at CBS.

IN BRIEF...

Decisions coming on organizational reviews

Most of the recommendations of the steering committee on organizational reviews have been sent to the Office of the Rector for discussion and decision. Recommendations have been forwarded to the departments of Treasury, Supply and Services, Physical Resources and Human Resources.

Remaining is the report on Computing Services, which will be submitted this month. The entire exercise, the result of 10 months of unit-by-unit study, is aimed at cutting administrative costs and improving efficiency by streamlining procedures or eliminating overlapping or unnecessary functions.

Decisions taken by the Rector, Vice-Rectors and Secretary-General, will be communicated first to the people whose units were reviewed and then distributed throughout the University.

-BB

Indian weekend

English Professor Ronald Wareham has organized a weekend seminar at the Lacolle Centre which is open to the general academic community. He teaches a course on myths and ideas in literature, including the great Hindu epic, the *Mahabharata*.

The weekend, January 20-22, will include Indian food, art, music, dance, discussion, and a screening of Peter Brook's six-hour film treatment. For more, call Professor Wareham at -2334 or Eira Miller at -2320.

-BB

Competition attracts students from around the world

Organizers are on the Case

BY MATTHEW KERBY

The student organizers of Concordia's International Master's of Business Administration Case Competition put in hundreds of hours to make sure the five-day event, now in progress at the Château Champlain Hotel, goes off without a hitch.

The competition has grown dramatically since 1981, when students Annette Wilde and Nora Kelly organized the first competition between Concordia and four other Montréal universities. It was a success, and 16 universities participated in the next one in 1983.

Now the competition attracts 27 teams from business schools across North America, as well as teams from Finland, Sweden and New Zealand.

The event is set up to challenge the brightest MBA students from Canada and around the world by giving them real-life business problems which they must solve, in the pressure-cooker atmosphere of a time limit and team competition. At the same time, the organizers want to encourage social and professional relationships between the academic and business communities.

Claire de Passillé, Sabina Kuepper and Ari Papas have been working on the Case Competition since last May, when they registered to organize and manage it as part of their degree requirements.

"[The course] is more work than usual," said Papas, "but it is also more practical. There is always a lot of research to do, so you are always on the steep end of the learning curve."

De Passillé hopes that this year's introduction of European cases and American judges will add to the international flavour of the event. "It was something that we thought was important to make the competition truly international," de Passillé said.

The Case Competition organizers acquired the cases from individual case authors as well as the World Association of Case Research and Analysis and the National Association of Case Research and Analysis. The case authors agree not to publish their cases in financial journals until the competition is over.

Raising funds is naturally the most difficult obstacle to overcome. The competition boasts an operating budget of over \$120,000. Most of that is made up of donations from business.

Searched for sponsors

"The bigger it gets, the more it costs. Last year there were 30 teams and there are 30 again this year." So this time, the organizing team has persuaded companies to sponsor whole events such as the opening ceremonies and dinners, in addition to providing services such as translators and photocopying.

The competition has grown in the past five years from 18 participating teams to 30. Rather than work to make the competition bigger, Papas said they are trying to make it more efficient. The first step was to upgrade their computer and system software, and to use e-mail to keep in touch with more than 750 contacts from businesses and schools.

With this approach, Papas and de Passillé hope to solve problems before they arise. Last year, the University of Western Ontario was

PHOTO: JONAS PAPAUERIS

Sabina Kuepper, Ari Papas and Claire de Passillé rush to put the finishing touches on competition.

eliminated after qualifying for the finals because of a discrepancy in the rules over tie-breaking.

But the organizers aren't working alone. Once a month, they meet with a group of permanent advisors from business to bounce ideas. "These are individuals who have been involved with the competition for a number of years," de Passillé explained. "It is the one element of continuity in the competition. They often say that an idea won't work because the organizers five years ago tried it and it didn't go. So really,

we have 14 years of experience." The advisors include senior executives from Teleglobe Canada, Noranda Minerals and Bombardier-Canada.

Concordia's team has not been chosen yet. Four team members chosen from a class that analyzes cases and prepares for the competition will be picked in the next couple of weeks.

"We are all really positive about this," de Passillé said. "It has been very exciting to see everything come together." ▀

Three students in top ranks of provincial final

Concordia leads again in UFE results

BY BARBARA BLACK

Every year, Concordia's Diploma in Accountancy programme runs away with the best record in the provincial Uniform Final Exam, and 1994 was no exception.

While Quebec's pass rate in the gruelling four-day exam was 39.4 per cent, Concordia's was 85 per cent.

Three Concordia students were among the 11 top-ranking students writing the exam: Ian Carew, Markus Staebler and John Turk. As the Concordia student with the highest mark (third-highest overall), Carew won the Howard B. Ripstein Award. It was presented at a reception in the downtown Faculty Club on December 12.

Juggled work, school

Carew got his Bachelor of Commerce degree in December 1992 and went to work at Rooney, Greig and Associates. He entered the Diploma in Accountancy programme, and juggled work and studies until he wrote the UFE, which qualifies successful candidates as chartered accountants.

With a number of CAs in his extended family, Carew found it natural to head into accountancy. Although "it was tough going to school at night," he has only a year and a half left in his stage, so he's well on his way. He loves his current work, because "it's full of variety."

Concordia's great success rate is attributable to its Diploma programme, particularly during the summer months leading up to the September exam. Professor Gail Fayerman, director of the programme, says that plans recently announced by the Order of Chartered Accountants to introduce a uniform programme for aspiring CAs will not significantly affect Concordia's programme. It is so popular that a high proportion of summer students are from other Québec universities.

Richard Quévillon, president of the Ordre des comptables agréés du Québec, was a guest of honour at the December 12 reception, and presented awards to Kimberley Miousse, Marc Yeolid, Irena Piorkowski and Beverley Seale. Paul Kneebone, from De Boo Publishing, presented awards to John Turk and Kimberley Miousse. ▀



High-ranking Accountancy student Ian Carew was front and centre at the reception held just before the holiday break. Standing behind him are Diploma in Accountancy director Gail Fayerman, Dean of Graduate Studies Martin Kusy, Howard B. Ripstein and Dean Chris Ross.

Lisbon to Tokyo and across the U.S. by bike

BY BARBARA BLACK

When Allyson Domanski talks about her travels, she talks fast. Her eyes flash with excitement and she waves her hands in the air. The memory of her adventures is as fresh as when she returned 18 months ago.

Domanski started teaching urban sociology in the Department of Sociology and Anthropology and urban studies in the Department of Geography in 1989, but she took time out to bicycle 27,000 kilometres through 27 countries over two years with her husband, Gary Kohlruss.

Along the way, she wrote articles for cycling magazines. Now she is *Pedal* magazine's touring editor, and she's got an Explorations Grant from the Canada Council worth \$13,065 to turn their epic trip into a book.

The couple set out on their Miyata touring bikes from Lisbon, Portugal, on February 9, 1991. It was the height of the Gulf War, and a daring time to travel across North Africa. The Libyans were so delighted to see Western tourists that they wrote a feature newspaper article, one of the many in Domanski's two big scrapbooks.

"The headline says: 'Great Canadian adventurer Gazi Kohlruss (and wife) visit the glorious Libyan republic,'" Domanski said wryly. "Note the wife as afterthought. The article has us saying a lot of flattering things about Libya that we never said, too."

Travelling in conservative Muslim countries

required a careful dress code. In Iran, Domanski covered her hair with a *hijab*, and outside the capital city, as soon as she dismounted, she enveloped herself in a black *chador*. "A security man had to go with us to find a hotel that would accept non-Muslims."

The trip was Gary's idea. He wanted to ride in an unbroken line around the world, which, with the occasional hiatus for weather and illness, they did.

They took a side-trip from Syria to Beirut so that Domanski, the urban scientist, could see the war's effects. On the way back into Syria, the couple was detained "for 23 agonizing hours, with no food, water, toilet privileges, or an explanation."

The physical challenges were enormous. There were packs of wild dogs, flash floods, landslides and speeding oil tankers. The deserts (among them, the Sahara, the Sinai, the Taklamakan, the Mojavi and the Gobi) were blistering hot and "full of flies — always." Possibly worst of all was the 3,000-kilometre slog through the mountainous desert of western China. This was desert, with no scenery, a ferocious head-wind, and little traffic on the single road. They carried as much water as they could, but still ran out, and had to beg for more. "On a normal day, we cycled 22, 23 kilometres an hour," said Domanski, "but on that stretch, we averaged seven or eight an hour. It was like crawling on our hands and knees."

In North Africa, the Middle East and India, they had communicated in French, English



In crowded Japan, the cyclists found no room at the inn — any inn. In downtown Kobe-Osaka, they set up their tent for the night in the courtyard of a temple (above). From Tokyo, Domanski and Kohlruss flew to Los Angeles, where they pedalled past the devastation of the Rodney King riots on their way back to Montréal.

and rudimentary Arabic, but in rural China, they were virtually silenced. *Tea* is a short word in Chinese, but they couldn't say it correctly. "We tried it every which way and mimed drinking, but they just stared." Privacy was impossible. For some villages, they were the first Westerners seen up close.

Domanski also had some adventures with her health. "Everything happened to me, and nothing to Gary. I had a root canal in Algeria, amoebic dysentery in Iran and Pakistan that lasted four months — I was in and out of hospital in Karachi. I fell off my bike in China and landed on my head, and in Japan, I got hit by a car."

But there were plenty of compensations. While they waited out the summer heat to do the Himalayas, they spent four months in Greece and got married, to the delight of the small village where they stayed.

Domanski, who is a graduate of Queen's and the University of Manitoba, taught at Concordia last semester, but she's already off again. Now she's in Iqaluit, Baffin Island (formerly Frobisher Bay), where she will help local Inuit administer their lands in the aftermath of a claims settlement that will create the new Nunavut territory in the Eastern Arctic in 1999. ■

Second-largest graduate programme

Institutional Administration celebrates 20th anniversary

BY PAUL JESZENSKY

The Diploma in Institutional Administration (DIA) programme is 20 years old this year. While it is now one of Concordia's most popular programmes, it has not always fared so well.

Professor Clarence Bayne, (Decision Sciences and Management Information Systems), said that when he became director three years ago, the Faculty of Commerce and Administration gave the programme three years "to straighten out and meet higher standards."

"Well, I'm happy to say that we met the challenge, and not only raised our standards and increased enrolment, but we now offer a programme that's unique."

Programmed for success

the DIA are already working, and taking the diploma because they want stronger management skills.

"We have head nurses coming here because they don't feel up to the job of managing their hospital floors," said Bayne. "They were trained solely for medical tasks and want to fill their new role better."

People who are out of work and holders of previous degrees are enrolling because the job market demands managerial and accounting skills.

There's a new accent on business skills in the non-profit sector. Only five or 10 years ago, a degree in a related field was enough to be hired in a museum or a theatre company. Now, employers want you to have a business background, and any other degrees you have will be considered an advantage.

DIA organizers consult the Faculty of Fine Arts to ensure that the programme continues to give graduates what they need to survive in the '90s.

"I would like to encourage any student to enrol in this programme," said Bayne. "Not just from Fine Arts — but those in Communication Studies, Journalism, and others who will have jobs where they have to manage a wide variety of things."

The DIA is aimed at people who are interested in jobs where profit is not necessarily the prime function of the business, such as museums and charities.

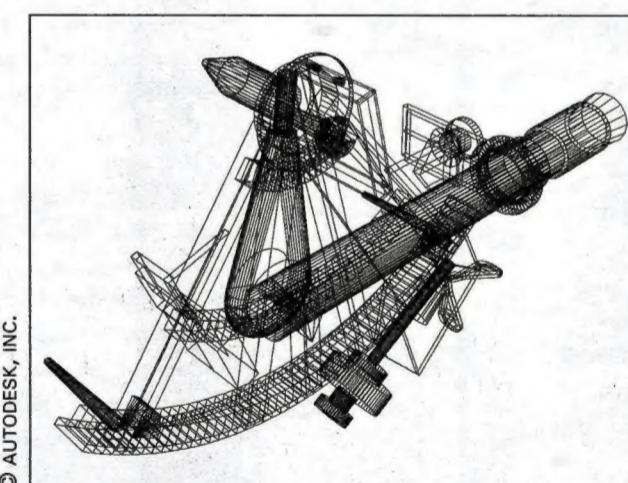
It is the second-largest graduate programme at Concordia, with approximately 220 people enrolled. (The Master's in Business Administration, or MBA, has the largest enrolment, about 360.) The DIA has a sister programme called the Diploma in Sports Administration, which got off the ground two years later.

About 40 per cent of the students enrolled in

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PHOTO: JONAS PAPAUERLIS

The Matthew M. Douglass Mechanics of Materials Laboratory was named and dedicated at a ceremony on December 2 which was attended by the late Civil Engineering professor's widow, Joyce, and many of his friends, students and colleagues.

Formerly known as the Mechanics of Materials Laboratory in Civil Engineering, the facility is located in the BE Building on Guy St., and is used by about 200 Civil, Mechanical and CBS students every year. It was founded by Professor Douglass back in the late 1960s, when he was Concordia's first chair of Civil Engineering.

The plaque was unveiled by Professor Jack Borden, now retired, who hired Professor Douglass when Borden was Dean of Engineering.

Examining the plaque, above, are CBS director Paul Fazio and Civil Engineering Professors Oscar Pekau and Bala Ashtakala. Mrs. Douglass is to the left of Professor Ashtakala.

Speaker plotted Renaissance master's business infrastructure

Michelangelo: The artist as entrepreneur

BY ESMÉ TERRY

Michelangelo not only excelled in art and architecture; he offered 16th-century Italy a preview of today's ideal business infrastructure, said William E. Wallace, a professor in Washington University's Department of Art History and Archaeology, in a recent lecture sponsored by the Liberal Arts College.

"People like to believe that Michelangelo was incapable of getting along with his friends and family," said Wallace, author of *Michelangelo at San Lorenzo: the Genius as Entrepreneur*. "Yet he managed to set up an infrastructure of more than 300 workers." In fact, Michelangelo's practice has also helped to define the working style of other artists, both before and after him.

Concentrating on the period 1515-34, when Michelangelo's architectural projects were the Medici Chapel and the San Lorenzo library, Wallace spent many months collecting the names of the artist's employees.

Half of these, religiously listed by Michelangelo himself in earlier years, were recorded under nicknames. Among the many Pierrots and Giovannis were such characters as The Fly, The Carrot, The Godfather and The Anti-Christ.

"But this tip of the bureaucratic iceberg was a waste of time," said Wallace. As the projects became more complex and the workforce

grew, Michelangelo's interest in documentation decreased.

After carefully plotting Michelangelo's work infrastructure with diagrams, Wallace discovered that many of the workers came from the two towns where Michelangelo had grown up, and were interrelated through blood, marriage or their previous profession. Some of these people had been in his life for up to 30 years and must have followed him for work. One family who worked on the Lorentian library, the Luozzini, supplied three generations of staff members.

Michelangelo was thus assured of a well-trained workforce. The library took less than three years to build.

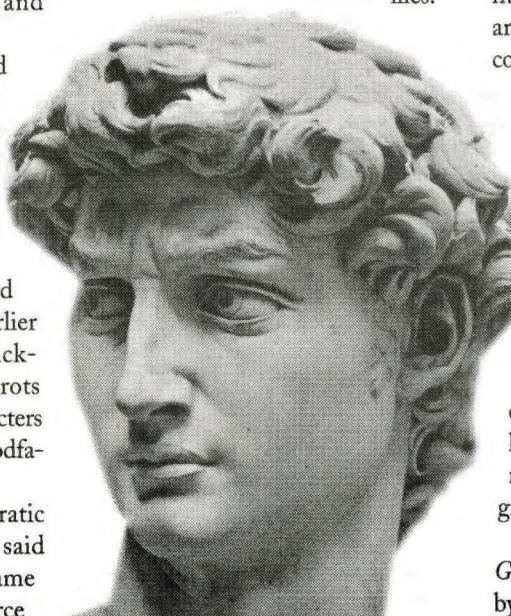
The master artist also had a regular supply of building materials through a network of quarrying families.

Large quantities of stone came from subcontractors outside Florence, while marble for the Chapel was quarried 90 miles from the city. Michelangelo organized boats and even the building of roads to facilitate transportation. The flow of these materials to San Lorenzo was perfectly correlated with the progress of the 100 carvers. This man did whatever was needed, and with remarkable efficiency; enough marble was quarried to supply all the succeeding sculptors of the 16th century.

A colleague of Wallace commented 10 years ago on the non-hierarchical structure and consequent inefficiency of Michelangelo's business. "But today more and more businesses do function this way," Wallace objected. "Bosses have their hands in all departments and are involved in every aspect of the company."

As the workload increased, Michelangelo delegated more supervisory duties to his oldest friends, so that he had the final word, with his employees working around and through him. Admittedly, he was more devoted to his work than most, rising at dawn and returning home well after dark, but his passion paid off. Irascible and repressed he may have been, but he was well-organized, supremely creative and progressive, too. ▀

Michelangelo at San Lorenzo: The Genius as Entrepreneur is published by Cambridge University Press.



Ordre
des ingénieurs
du Québec

FELLOWSHIP FOR POSTGRADUATE STUDIES

CALL FOR APPLICATIONS

Every year, the Ordre des ingénieurs du Québec awards a fellowship to a student who is completing or has just completed his/her undergraduate degree in engineering and wishes to undertake graduate studies in the fields of engineering, pure or applied science.

AMOUNT

\$3,000.00

ELIGIBILITY

- ◆ Complete or have completed an undergraduate degree in engineering at a Québec university;
- ◆ Be committed to undertake postgraduate studies in the fields of engineering, pure or applied science, at a recognized university, within 12 months of completing an undergraduate degree in engineering;
- ◆ Be a permanent resident of Québec.

HOW TO APPLY

Eligible students should send their application form to the Ordre des ingénieurs du Québec, together with:

- ◆ CV;
- ◆ transcript;
- ◆ details of the postgraduate program they wish to undertake.

SELECTION CRITERIA

Candidates are evaluated on the basis of the fundamental values of the profession, as shown by their conduct and academic results; the nature of proposed studies; and the potential impact of these on the advancement of the profession and society as a whole. Candidates must have consistently obtained above-average grades. They must also have made a significant contribution to their university and/or community.

CHOICE OF WINNER

A five member jury will select the recipient. Three members are appointed by the Committee of Engineering Deans of Québec, and two by the Bureau of the OIQ.

APPLICATION PROCEDURE

Application forms are available from the following OIQ representative: Dr Claude Bédard, Eng., Loc. BE 357. Applications must arrive no later than 4:00 p.m. on Thursday January 19, 1995 and be addressed to the Secretary:

Postgraduate Fellowship
Ordre des ingénieurs du Québec
2020, University St., 18th floor
Montréal, Québec H3A 2A5

Graduating?

All students completing certificate, degree or diploma requirements during the fall 1994 or winter 1995 sessions who therefore expect to graduate next spring must apply by January 13th, 1995.

Spring 1995 graduation application forms are available at the student service centre on each campus:

- Loyola: AD-211
- SGW: LB-185

Students who do not apply by January 15th will not graduate next spring.

 **Concordia**
UNIVERSITY

REAL EDUCATION FOR THE REAL WORLD

The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Kevin Leduc at 848-4881, by fax: 848-2814 or by e-mail: kevin@alcor.concordia.ca.

JANUARY 12 • JANUARY 19

Art Gallery

The Leonard and Bina Ellen Art Gallery is located at 1400 de Maisonneuve Blvd. W. Information: 848-4750. (Métro Guy-Concordia)

January 10 - February 11

Faculty of Fine Arts Exhibition. Time: Monday - Friday from 11 a.m. - 7 p.m. and Saturday from 11 a.m. - 5 p.m.

Counselling & Development

Assertive Communication Skills

This 6-session workshop is designed to help students communicate more effectively, learn essential skills and increase their personal power, e.g. giving and receiving feedback, paraphrasing, handling put-downs and clarifying ambiguous messages. Wednesdays, Jan. 25-March 8, from 9:30 a.m. -11:30 a.m. at H-440 (SGW). Call 848-3545 for details.

Plan Your Education and Career

Who am I? Where am I going? How do I get there? This 3-session workshop can help students assess their academic and career interests and personal preferences. Students will also be oriented to the Careers Library. Fee: \$10. Thursdays, March 9, 16, 23, 1995 from 9:30 a.m.-12:00 p.m. at H-440 (SGW). Call 848-3545 to register.

A Healthier You!

This 2-day workshop can help students examine individual life stresses and develop techniques which lead to a healthier lifestyle. Membership in the group is limited and will be determined by a preliminary interview. Sat. & Sun., March 4 & 5, from 9 a.m.-5 p.m. at Loyola, WC-101.

Thinking about graduate school?

The Careers Library has subject directories to graduate programmes and university calendars for Canada and the USA. Find out about graduate and professional school admission tests and private sources of financial aid. H-440 (SGW) and WC-101 (LOY).

Register now for Winter study Skills Workshops

Learn strategies you need to handle the university workload: reading textbooks, writing papers, giving oral presentations, preparing for exams, overcoming exam anxiety, managing time, etc. visit H-440 or WC-101 (2490 West Broadway) for more info.

CPR Courses

The following CPR courses will be offered by the EH&S Office in the next few weeks. Members of the Concordia and outside communities are welcome to take these courses. First-aid courses are \$61. Contact Donna Fasciano, Training Co-ordinator at 848-4355.

Basic Life Support course

January 21 & 22

10 hours for life. This course includes rescue breathing, one- and two-person cardio-pulmonary resuscitation, management of the obstructed airway and infant and child resuscitation.

CPR Heartsaver Plus course

Saturday, January 28

6 - 8 hours for life. This course includes rescue breathing, one-person rescuer CPR management of the obstructed airway and infant/child resuscitation.

Film

Conservatoire d'Art

Cinématographique de Montréal

Cinéma J.A. DeSève, 1400 de Maisonneuve Blvd. W., Concordia University (Métro Guy-Concordia). Admission: \$3.

Friday, January 13

The Women from the Lake of Scented Souls at 7 p.m.; Code Name Cougar, 9 p.m.

Saturday, January 14

Bloody Morning at 7 p.m.; The Story of Mao Zedong at 9 p.m.

Monday, January 16

La grande illusion at 8:30 p.m.

Tuesday, January 17

Darra Dogs, Blackfellas at 7 p.m.; Dr. Strangelove at 9 p.m.

Wednesday, January 18

Night Cries, Bedevil at 7 p.m.; Camilla at 9 p.m.

Thursday, January 19

The Bishop's Story at 7 p.m.

Lacolle Centre for Educational Innovation

Saturday, February 11

Perfect Angels

This workshop will introduce a peer-based anti-violence programme for

elementary and high school students. Leader: Brenda Henry. Time: 9:30 a.m. - 4 p.m. Location: Loyola Campus. Fee: \$56.98. Information: 848-4955.

Sunday, February 12

Financial Planning for Women I: Budgeting

Leader: Dora Moquin. Time: 9:30 a.m. - 4 p.m. Location: Loyola Campus. Fee: \$56.98. Information: 848-4955.

Lectures and seminars

School of Community and Public Affairs

Wednesday, January 18

Professor Alan Nash, Department of Geography, on "NAFTA and Migration." Time: noon. Location: 2149 Mackay St., basement lounge. Coffee provided.

Thursdays at Lonergan

January 19

Rosemary Hale, PhD, Department of Religion, on "Masculinity in images of St. Joseph." 3:30 - 5 p.m., 7302 Sherbrooke St. W. Information: 848-2280.

Department of Communication Studies

Wednesday, January 25

Howard Fink and John Jackson on "Concordia's Centre for Broadcasting Studies: Resources and Ongoing Research." Time: 4 p.m. Location: BR-209, 7141 Sherbrooke St. W. 848-2555.

Concordia-UQAM Chair in Ethnic Studies

Wednesday, January 25

Micheline Milot, Department of Religion, UQAM, on "L'influence du facteur religieux dans les attitudes interethniques et l'intégration sociale." Time: 12:30 p.m. - 2:30 p.m. Location: Pavillon Hubert-Aquin, 1255 St. Denis, Salle A-2860, 400.

Concordia-UQAM Chair in Ethnic Studies

Thursday, January 26

Gerry Weiner on "Be like us or else: An alternative to Multiculturalism?" Time: 6 p.m. - 8 p.m. Location: Faculty Club Lounge, H-767, 1455 de Maisonneuve Blvd. W.

Meetings

Board of Governors meeting, on Wednesday, January 18 at 8 a.m. in

GM-407-1, 1550 de Maisonneuve Blvd. W.

Arts and Science Faculty Council meeting will be on Friday, January 20 at 2 p.m. in DL-200, 7141 Sherbrooke St. W.

Student caucus of Senate meeting, on Friday, January 27 at 2 p.m. in H-773, 1455 de Maisonneuve Blvd. W.

School of Graduate Studies

Get-togethers with the Dean

School of Graduate Studies

Dean Martin Kusy would like to meet with graduate students this year on an informal basis. Sessions have been arranged from 5:30 p.m. - 7 p.m. at our Graduate Administration offices, 2145 Mackay, on the following dates: January 31, 1995 and Monday, February 13, 1995. Our space is limited. Please reserve one of the above dates by contacting Kali Sakell at 848-3803. We look forward to seeing you.

Special events and notices

Centre for International Academic Co-operation

The CIAC will be holding information sessions on student exchange programmes on Monday, January 16 from 5 p.m. - 7 p.m. in H-771, Friday, January 20 from 10 a.m. - 12 p.m. in H-773, Tuesday, January 24 from 2 p.m. - 4 p.m. in AD-131 and Thursday, January 26 from 10 a.m. - 12 p.m./2 p.m. - 4 p.m. in CIAC offices, AD-207.

Garnet Key

Looking for fame and fortune? Want to be recognized? Turned on by a challenge? Join the Garnet Key and get a chance to rub elbows with leaders,

Menopause and Midlife

An education and discussion programme for women to enhance knowledge and midlife quality. Two-hour session, \$75. Begins Jan. 31. Call Dr. Eva Libman, at 340-8210, ext. 5626.

Workshops

Indian Myths and Culture: A weekend at Lacolle

January 20-22

The Hindu epic Mahabharata, Indian food, art, music, dance, lecture and discussion. Cost: \$50 for students, \$70 for others. Includes accommodation,

Concordia Bookstore

Bits 'N Pieces

SALE

Don't Miss The Great Bargain Prices!



Various other Bits 'N Pieces available throughout the store.
All prices in effect from January 4, 1995 to January 25, 1995 or while quantities last.

six meals and transportation. Call Professor Ron Wareham at 848-2334 or Eira Miller at 848-2320.

Research volunteers

APSS Professor Shahrad Mojtabi is seeking minority women who have attended a Canadian university or college. Information sessions (choose one only): Friday, Jan. 13, 1-3 p.m.; Tuesday, Jan. 17, 7-9 p.m.; Friday, Jan. 20, 2-4 p.m. Location: Concordia Women's Centre, 2020 Mackay St., downstairs (Guy Metro), 848-7431.

Thesis defences

Pierre Fois, "Effects of Aging, Cue-to-Target Overlap and Processing Resources on Intentional Cued Recall in Normal Human Adults." Thursday, Jan. 19, 10 a.m., L-PY-244. Fakher Ayadi, "Optical Fiber Networks: Wavelength Division and Code-Division Multiplexing." Friday, Jan. 27, 10 a.m., H-773. Sally Bailes, "Effects of Processing Time and Stimulus Density on Apparent Width of the Oppel-Kundt Illusion." Friday, Jan. 27, 3 p.m., L-PY 123-2.

Unclassified

For rent

4 1/2, electric heating not included. Near Vendôme Metro, renovated. \$360. Call 484-2100.

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WordPerfect 5.1. Term papers, resumes, applications. 28 years' experience, both languages. 7 days a week. 175 oblique, double spaced. Just two streets away (Peel). Paulette or Roxanne. 288-9638/288-0016.

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